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MEMORANDUM FOR: Colonel White

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1. Attached is [redacted] final report of his survey on the training needs of the DD/A organization.

2. There is no question but that Chuck has used a broad brush in painting his picture of what the DD/A organization requires in the way of training, what is being done, and what should be done to fill in the training gaps. This is not to say that his findings are invalid, but rather that they do not penetrate deeply into the specialized or technical areas of work performed by the DD/A organization. At one point, the report says that "From all indications the various offices are handling on-the-job training of their own personnel in an effective manner." What these indications are is not stated. There is no mention of the programs which may be in operation within DD/A offices to help employees acquire the skills and knowledge to do better work and to prepare for taking on increased responsibilities. A possible exception is the inclusion in [redacted] report of the syllabus for the six weeks' Logistic Office course which is now in operation to train logistics personnel who are scheduled for overseas assignment.

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3. Specific problems and difficulties, including personnel problems (such as high turnover, sustained failures to meet deadlines, need for reworking correspondence, high error rates, and so on) reflect situations which should be converted into training objectives, in turn to be translated into specific forms of training. In some cases the problem may call for attack through supervisory training (such as our Human Resources Course, Management Course, etc.) controlled on-the-job guidance, attendance at courses relating directly to job performance, , etc. It is this approach to exploring training needs in the DD/A organization which [redacted] has neglected.

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4. The report reflects that the general line of approach taken by [redacted] was to inventory the courses which are available through OTR, and to examine the volume of activity on the part of the individual DD/A offices with respect to these courses in terms of employee participation. In addition, he has examined certain situations which he believes pose problems for which solutions should be worked out:

a. The present BIC (Sup) Course is slanted so strongly in the direction of overseas administration that it has limited value for new headquarters personnel (whether overseas

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returnees, or people just entering on duty). I agree with his proposal that "a headquarters type of administrative support course be developed" for people who are not directly concerned with the specific procedures through which overseas administration is accomplished.

b. The fact that DD/P organization has settled on specific course requirements as pre-requisites to overseas assignments necessitates action by DD/A offices to build up reservoirs of personnel who will have completed these requirements, and be ready for overseas assignments.

5. The recommendations that the DD/A sponsor an administrative intern program, insofar as it pertains to on-duty employees (as opposed to personnel specifically recruited from outside to be interns) is a good proposal. However, I think we should defer action on this, since it is a parallel development to the current discussions going on in the CIA Career Service Board with respect to an Agency Rotation System.

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6. [redacted] final recommendation is that a DD/A Training Committee be established. Before setting up such a Committee we should be sure that there would be sufficient advantages to be gained. All DD/A training liaison officers have a monthly meeting under the chairmanship of a representative of the Office of Training. We have used this to good effect to exchange information and plan training activities in the past. For example, the BIC Refresher Course for the older DD/A personnel grew out of the proposals made at these meetings by various DD/A TLO's. If a Rotation System is set up under which people would be systematically rotated among DD/A offices for training purposes, a training committee might be a good device to keep the Rotation Program properly coordinated. However, we should be sure that there are appropriate objectives for a Committee before forming one.

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